



The Role of Employee Engagement as a Mediating Influence of Person Organization Fit on Organizational Citizenship Behavior

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ABSTRACT

The purpose of this study is to investigate the impact of employee engagement as a moderating influence of personal organizational fit on organizational citizenship behavior. This study included 52 personnel from two banking businesses, Bank BRI and Bank BTN. This study falls under the explanatory research category, with the SEM-PLS technique serving as a test and data analysis tool. According to the findings of this study, Person Organization Fit has a considerable impact on Organizational Citizenship Behavior. Furthermore, Employee Engagement is influenced by Person Organization Fit. Then it was shown that Employee Engagement has a major impact on Organizational Citizenship Behavior. Finally, it was discovered that employee engagement acts as a mediator between personal organizational fit and organizational citizenship behavior. Theoretically, the findings of this study have significance for the emergence of Employee Engagement as a key antecedent of Person Organization Fit and Organizational Citizenship Behavior in an integrated research model. Aside from that, this research has practical implications in human resource management, particularly in devising alternative techniques to promote Employee Engagement and Organizational Citizenship Behavior in order to increase firm competitiveness.

Keywords: *Person Organization Fit, Employee Engagement, Organizational Citizenship Behavior*

1. INTRODUCTION

When an organization relies on its best workers to complete its production process, its most excellent human resources will allow it to hope to keep these workers on board [1]. Because of this, acquiring human resources and developing them in a way that makes them suitable for a given job presents the most considerable challenge to organizations [2]. Organizations can overcome obstacles by persuading staff members that aligning employee values with organizational values can foster experiences reinforcing this alignment [3], a concept known as person organization fit.

Congruence of employee and organizational values (person organizational fit) is the degree to which organizational norms and values and employee values are compatible [4]. Workers must connect their beliefs with those of the company in order to satisfy the expectations of both parties [5]. Numerous research have shown a link between job engagement and individual organizational fit [6] Researchers have demonstrated that the most important function that has a favorable association with all sorts of work in organizations and their members is person organizational fit [7].

Effectiveness on an individual level affects effectiveness on a group level, which in turn affects effectiveness on an organizational level work in organizations and their members [8]. Individual and group effectiveness are combined to form organizational effectiveness work in organizations and their members [9]. An individual's effectiveness is primarily determined by his or her drive, skill, knowledge, and attitude toward the work at hand in organizations and their members [10]. Organizational effectiveness places a strong emphasis on the performance that needs to be done [11], regardless of whether an individual only performs tasks that are appropriate for their role or goes above and beyond

what is considered their “extra role” [12]. The more people who take on additional responsibilities, the more effective the organization will be [13].

Organizations promote extra roles, also known as organizational citizenship behaviour (OCB), or employees working voluntarily beyond their formal responsibilities in order to accomplish this goal [14]. Organizational citizenship behaviour (OCB) is defined as extra-role or characteristic behaviour that can improve an organization's effectiveness but is not specified in a job description [15]. Companies that encourage good citizenship among their staff members typically have more desirable workplaces because they are better able to hire, retain, and develop qualified staff members [16]. As a result, some variables affect how well employees perform in their roles [17]. It makes it simpler for companies to determine whether workers are likely to go above and beyond the call of duty and enhance the company's efficiency [18]. Stated differently [19], employees' voluntary attitudes and actions beyond their official job roles promote organizational functioning and ultimately lead to organizational success [20].

In addition, employees will remain in their roles by linking work to employee engagement in order to improve job compatibility with organizational values [21]. Employee engagement as an organizational member's attempt to commit to their role at work [22]. While doing their work obligations, people in this setting will participate in and express their physical, mental, and emotional selves [23]. An employee who is emotionally invested in his work experiences the fullness and excitement of the task and acts in a way that enhances the organization's reputation [24]. Because high levels of employee engagement have an impact on improving employee performance, such as performance extra role or OCB to increase employee performance outside of their core role in the organization, employee engagement plays a crucial role in the growth and development of the company [25]. A crucial component of any organization is employee engagement [26]. Joining an organization may show characteristics such as a high level of energy and passion for one's job, being totally immersed and even loving one's work, and making work a significant part of one's life. [24]. Employee commitment to staying with the company increases with higher levels of engagement [27].

An individual's perception of person-organization fit emerges when they attempt to balance the demands of their current position and organization against the quality of their resources [1]. Their appropriate perceptions will shape employees' attitudes toward their jobs and organizations [7]. Fit workers are more likely to participate in their work and put in more effort. Employee contributions and engagement at work are facilitated by this identification and comprehension [5]. Employee engagement naturally captures the motivation to participate in such labor since engaged individuals have a high energy capacity, excitement, and strong commitment in their job [4]. Positive behaviour includes being highly engaged at work, offering high energy levels, and freely applying knowledge and skills to advance organizational objectives and societal success [1].

Theoretically, when an employee's norms and values align with those of the organization, they will be more engaged at work [4]. Consequently, the purpose of this study is to investigate how employee engagement functions as a mediating factor between Person organizational fit and performance for Palembang City banking employees [6]. Employees in the banking industry make up the research object because, as a large organization, banking depends heavily on the performance of its human resources to foster growth and competitiveness and maintain organizational stability [7]. Aside from that, the banking sector is one that benefits society and must always advance in a way that is sustainable [1].

2. CONCEPTUAL FRAMEWORK AND DEVELOPMENT OF HYPOTHESES

2.1 Person Organization Fit On Organizational Citizenship Behavior

Person organizational fit has a favourable impact on employees' behaviour beyond their roles [28]. Workers who feel a good fit with the company will make an effort to interact with other staff members, which will tangentially result in organizational citizenship behaviour [29]. Person organizational fit was found to have a positive impact on organizational citizenship behaviour [29]. People will exhibit performance behaviour beyond their role when their beliefs and ideals align with the company's vision, mission, and goals [30]. According to this research, workers who believe that the company values their opinions and aspirations [31], will support this feeling by going above and beyond what is required for the company to survive [32].

H₁: Person organization fit has a positive effect on organizational citizenship behavior

2.2 Person Organization Fit On Employee Engagement

For an employee to feel a sense of connection to their work, there must be congruence between the organization's values and their own [33]. It will undoubtedly be difficult for employees to feel a sense of ownership or connection to their work if they are unable to align their personal values with those of the organization [34]. Research by [35] explains why employee engagement is positively impacted by person-organization fit [36]. Because their values and traits align with those of their organisation, employees who share these traits will feel more a part of the company [37].

H₂: Person organization fit has a positive effect on employee engagement

2.3 Employee Engagement On Organizational Citizenship Behavior

Engagement as a more all-encompassing mental and emotional state that goes beyond a narrow focus on particular items or actions [38]. When working, strength is characterized as having a lot of energy and mental fortitude, as well as being ready to work hard and endure in the face of obstacles [38]. Dedication encompasses sentiments of purpose, zeal, motivation, accomplishment, and difficulty [39]. The absorption traits include intense focus, enthusiasm for one's work, and trouble putting one aside [40]. This study's findings are consistent with previous studies [41], which demonstrated a positive and significant impact of employee [42] engagement on performance in an additional role [43].

H₃: Employee engagement has a positive effect on organizational citizenship behavior

2.4 Employee Engagement Mediates The Effect Of Person Organization Fit On Organizational Citizenship Behavior

A study by [44], it was suggested that employee engagement acts as a mediator between two significant constructs. According to recent research, the relationship between antecedents and consequences or outcomes is mediated by employee engagement [45]. The function of attachment as a moderator in the link between Person organizational fit and adaptive performance [46]. The role that employee engagement plays as a mediator between Person organizational fit and employee retention in another study [47]. Employee engagement's function in moderating the favorable association discovered between perceived organizational support and work satisfaction, organizational commitment, and Person organizational fit [48]. Consequently, it is hypothesised that employee engagement will act as a mediator between Person organizational fit and performance extra role [49].

H₄: Employee Engagement mediates the influence of person organization fit on organizational citizenship behavior

3 RESEARCH MODEL

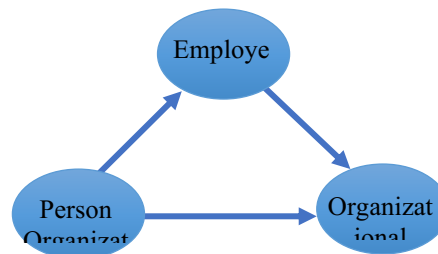


Figure 1. Research Model
Source: Primary Data processed, 2023.

4 RESEARCH METHODS

This research involved 52 employees in 2 Banking in Palembang City, namely Bank BRI and Bank BTN. This research is an explanatory research category, using the SEM-PLS approach as a test and data analysis tool.

5 RESULTS AND DISCUSSION

5.1 Respondent Profile

The profiles of the 52 respondents who took part in completing this research questionnaire represent the characteristics of research respondents. Of the total research respondents, 20 people, or 38.46 percent of them are female, and 32 people, or 61.53 percent of them are male, making up the majority of the respondent profile.

5.2 Model Evaluation

In this study, SmartPls 4.0 software is used for partial least squares (PLS) data analysis. A structural equation model (SEM) based on variance components is called partial least squares (PLS). In PLS, evaluating the outer and inner models is how models are evaluated.

5.3 Assessing Outer Model

Table 1. Loading Factor

Item	Person Organizational Fit	Employee Engagement	Organizational Citizenship Behavior
X.1	0.820		
X.2	0.846		
X.3	0.856		
X.4	0.833		
Z.1		0.863	
Z.2		0.898	
Z.3		0.913	
Z.4		0.751	
Y.1			0.896
Y.2			0.887
Y.3			0.843
Y.4			0.937

Source: Primary Data processed, 2023.

Based on the test results, it shows that all constructs with reflective items produce a loading factor value of ≥ 0.07 . So it can be concluded that all indicators or construct instruments from the variables Person Organizational Fit (X), Employee Engagement (Z) and Organizational Citizenship Behavior (Y) are declared valid.

Table 2. Loading Factor

Variable	CR	AVE
Person Organizational Fit	0.819	0.537
Employee Engagement	0.822	0.265
Organizational Citizenship Behavior	0.815	0.525

Source: Primary Data processed, 2023.

Based on the results of the Composite Reliability test and Average Variance Extracted (AVE) test, it shows that Person Organizational Fit (X), Employee Engagement (Z) and Organizational Citizenship Behavior (Y) have Composite Reliability values ≥ 0.7 and Average Variance Extracted (AVE) values ≥ 0.5 . So it can be concluded that all indicators in the research variables are declared reliable

5.4 Assessing Inner Model

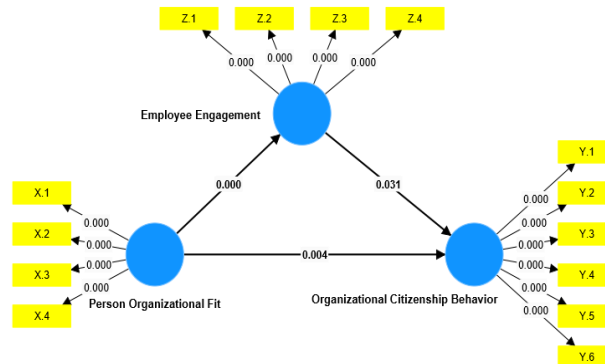


Figure 2. Research Model

Source: Primary Data processed, 2023.

Table 3. Loading Factor

Variable	P Values	Explanation
X → Y	0,004	Accepted
X → Z	0,000	Accepted
Z → Y	0,031	Accepted
X → Z → Y	0,049	Accepted

Note:

X = Person Organizational Fit

Y = Employee Engagement

Z = Organizational Citizenship Behavior

Source: Primary Data processed, 2023.

Based on the results of hypothesis testing, it shows that:

1. Person Organization Fit has a Significant Influence on Organizational Citizenship Behavior. This can be seen from the significance value of 0.004 (<0.05).
2. Person Organization Fit Has a Significant Influence on Employee Engagement. This can be seen from the significance value of 0.000 (<0.05).
3. Employee Engagement Has a Significant Influence on Organizational Citizenship Behavior. This can be seen from the significance value of 0.031 (<0.05).
4. Employee Engagement Plays a Mediating Role in the Influence of Person Organization Fit on Organizational Citizenship Behavior. This can be seen from the significance value of 0.049 (<0.05).

6 DISCUSSION

Social exchange theory, which was first proposed by George C. Homans and refined by Peter Blau, serves as the theoretical foundation for this study [50]. This theory was first limited to relationships between individuals; however, Blau later expanded it to include relationships between individuals and groups. According to this theory is predicated on the idea that progressively intimate relationships foster mutual trust, loyalty, and commitment between the parties [50]. Workers who feel well-treated by their employer, according to social exchange theory, are more inclined to perform and behave in a way that benefits the firm in return. According to the social exchange idea, when employees are satisfied with their occupations, they would contribute back [51]. The employees' retaliatory actions consist of extra-role performance and strong feelings of belonging to the organization [52].

6.1 *The Influence Of Person Organization Fit On Organizational Citizenship Behavior*

The results demonstrate that person-organization fit can enhance organizational citizenship behavior. This is because aligned organizational values and goals with employee needs foster a sense of responsibility and help employees feel integrated in their work. The results of the hypothesis test (H1) show that the significance value is 0.004 (≤ 0.05). This indicates that organizational citizenship behavior is positively impacted by Person Organization Fit. the connection between the actions of the organizer and the organizing organization. compliance between the objectives of the organization and its employees [28]. Employee unity will be created to sustain the organization's continuity in accomplishing its objectives if staff members share the organization's values and intentions. This study supports that conducted by [29] also found that worker commitment, emotional intelligence, and personal organizational adjustment all have a significant impact on organizational citizenship behavior [30]. It follows that the citizens of the organization will behave more appropriately the larger the employee organization [31]. The citizens of the workers' organization behave in a lower manner the lower the organization's status. The study's findings demonstrate that improving citizen behavior is facilitated by organizational changes made by individuals or by the alignment of their values and objectives [32]. where staff members participate in institutional activities to the fullest extent possible in order to help those activities produce the best results possible.

6.2 *The Influence Of Person Organization Fit On Employee Engagement*

The hypothesis test (H2) findings suggest that the significance value is 0.000 (0.05). This demonstrates that person-organization fit appears to have a beneficial influence on organizational citizenship behavior. This shows that a good fit between people and organizations might improve employee engagement, corporate ideals, and goals. which is consistent

with employees will build a feeling of accountability so that they feel integrated in their work [33]. The principles ingrained in the pillars formed by Bank Tabungan Negara and Bank Rakyat Indonesia can promote employee involvement in the accomplishment of company objectives [34]. Fit employees are more likely to become engaged and put in more effort at work [35]. Employees who feel comfortable in their surroundings are more engaged because they derive greater meaning from their work. Employee contributions and engagement at work are facilitated by this identification and understanding [36]. Because engaged employees are defined as having a high energy capacity, enthusiasm, and intense involvement in their work, such a willingness to invest in work is naturally captured in the concept of work engagement [37].

6.3 The Influence Of Employee Engagement On Organizational citizenship behavior

These data support the hypothesis (H3) that employee participation has a major effect on corporate citizenship behavior. The significance value of 0.031 (0.05) demonstrates this. As a result, employee engagement determines how extra roles workers complete for both financial institutions. To put it another way, the major job position of the employee encompasses all of the highly professional work requirements [43]. This demonstrates how an employee's work environment can have better organizational behavior when they participate in it [38]. By willingly assisting coworkers, the rise in extra role work demonstrates the relationships between employees [39]. Employee involvement in accomplishing organization objectives will keep rising [40]. Employees that are involved will work hard and form strong bonds with one another, which will promote voluntary behavior or support from the company [41].

6.4 Employee Engagement Mediates The Influence Of Person organizational fit On Organizational citizenship behavior

The research results show that Employee Engagement can mediate the influence of Person Organization Fit on Organizational Citizenship Behavior. This can be seen from the significance value of 0.049 (≤ 0.05). Employees can demonstrate their suitability for their jobs through employee engagement, which demonstrates how they work to be focused, energized, and fully absorbed in their work [44]. They are also highly motivated to focus their energies on achieving organizational goals [45]. In addition, engaged workers exhibit a stronger sense of commitment to their jobs and organization, as evidenced by their willingness to collaborate and support one another outside of regular work hours [46]. This is done for the benefit of the company as well as the workers' aspirations for greater success in the future. This is consistent with earlier studies carried out by [47]. Therefore, Person Organization Fit will have a greater impact on organizational citizenship behavior the more engaged employees are [48].

7. CONCLUSION

To begin, the findings of this study indicate that person-organization fit has a beneficial influence on organizational citizenship behavior. This demonstrates that Person Organization Fit can improve Organizational Citizenship Behavior. Employees will feel more integrated in their job if the organization's values and goals are matched with theirs.

Second, the findings suggest that person-organization fit has a beneficial influence on organizational citizenship behavior. This demonstrates that Person Organization Fit can boost employee performance. Employee involvement, corporate values and goals, and compatibility will foster a strong feeling of responsibility, allowing them to feel integrated in their job.

Third, the findings of this study demonstrate that Employee Engagement has a favorable impact on Organizational Citizenship Behavior. This demonstrates that Employee Engagement may influence the performance of additional role workers in the two banking firms.

Fourth, the findings of this study indicate that employee engagement acts as a moderator in the impact of Person Organization Fit on Organizational Citizenship Behavior. Employee suitability demonstrates how workers work with attention, energy, and are totally immersed in their work, whereas employee engagement demonstrates how employees are strongly motivated to direct their energy focused on corporate goals.

8. AUTHORS' CONTRIBUTIONS

Dr. Trisninawati, S.E., M.M. tasked with creating a conceptual framework, conducting literature reviews, conducting surveys and collecting data from research respondents.

Lalu Supardin, S.E., M.M. was in charge of processing data, presenting research data, discussion and conclusions.

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